

SEPTEMBER, 1908

# SELLING ELECTRICITY

Edited by FRANK B. RAE, Jr.

The President of the Vermont Electrical Association says, "The technical problems are pretty well solved, but the commercial questions are always new."

Until the commercial questions are also solved you need **SELLING ELECTRICITY**, the only commercial paper in the field, just as you once needed the technical papers to help you solve technical problems.



Do you want to get hold of a line of portable lamps that will really sell? That will be within the reach of your customers?

We call your attention to the lamp illustrated above. A number of Central Stations are selling this portable for \$10. There's a small profit for you even at that price. The lamp, however, will sell readily for \$12 or \$14.

You want our catalogue. It will show you a wide assortment of handsome art portables that your customers can afford to buy. Our lamps and our prices will interest you. :: ::

**The**  
**Goodwin & Kintz**  
**Company**  
WINSTED, CONN. Station 1



**We are  
not Intro-  
ducing  
this Iron!**

It has been before you some time.

So has the hot weather. Have you taken advantage of the effect of the heat on the electric heating proposition?



### **AMERICAN "Steel Clad" Irons**

carry conviction to the woman, who is willing to give ironing by electricity a trial.

They make the work of your solicitor easy! They never come back.

**American Electrical  
Heater Company**  
Detroit, Michigan



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## The Lighting of a Dining Room

In the September issue of "*Holophane*" —a small monthly magazine devoted to the Holophane System of Illumination, there is published a practical article, by a practical illuminating engineer, on "*The Lighting of a Dining Room.*" Anyone interested in the subject of Illumination in a practical way should see this issue. Mailed free on request.

*Address Publicity Department*

**Holophane Company**

227 Fulton Street  
New York City

Boston

San Francisco

Chicago

## IT IS OUR BUSINESS TO GET NEW BUSINESS FOR YOU

We can do it if you will give us a chance.

We have been doing it for other companies and know what we are talking about.

We don't serve our clients with luke warm syndicate matter. We give them absolutely individual treatment.

First we locate the cause, then the effects, and finally show the remedy.

That is what our Commercial Engineering Investigation consists of.

It shows you where your commercial department is weak and shows you how to strengthen those spots.

Then, if desired, we will "apply the remedy" we have prescribed.

We don't give you valueless advice — we back our statements by work.

Let us hear from you in regard to this proposition.

It may mean money to you.

Write us to-day.

## C. W. LEE COMPANY

West Street Building

NEW YORK

In writing to advertisers, mention "Selling Electricity."



## When a Customer Kicks

Three-quarters of the complaints that reach your office are caused by high bills. Customer claims he didn't use so much current. Meter says he did. You must rely on the meter, of course.

But is the meter reliable?

To satisfy the customer—and yourself—you order the meter tested and if you find it wrong **YOU LOSE**—your prestige with customer, the amount of the adjustment of the bills, the cost of repairing the meter and—**YOUR TEMPER**, but—

The customer tells his friends.

Next time any of these friends has a high bill he kicks.

More inspections, tests, repairs, adjustments—all costing money.

What are you going to do about it?

### **THE WISE THING is to ADOPT Fort Wayne TYPE K METERS**

They are **RELIABLE**. They require the minimum of inspection—practically no repairs. They are **ABSOLUTELY** dust- and insect-proof. They are sturdy—built for **PRACTICAL** service.

Bulletin 1053 tells the story. Get it.

## **FORT WAYNE ELECTRIC WORKS**

**"Wood" Systems**

**FORT WAYNE, IND.**

In writing to advertisers, mention "Selling Electricity."

### *Table of Contents for July*

<b>Success</b>	<b>Frontispiece</b>
<b>Editorial</b>	255
<b>Made In Springfield</b>	258
Live Methods of the Springfield Gas and Electric Co.	
<b>Novel Publicity Methods in Denver and Their Results</b>	261
Examples of Advertising by the Denver Gas and Electric Co.	
<b>A Dollar Idea</b>	267
<b>Solicitors' Organizations</b>	268
Concerning the Organization at Providence.	
<b>Electric Heating From The Salesman's Viewpoint</b>	<b>F. S. Root</b> 269
A paper presented at the regular meeting of the Narragansett Lighting Company's Solicitors.	
<b>Electric Power vs. Steam Engineering</b>	<b>J. E. Grey</b> 272
A paper presented at the regular meeting of the Narragansett Lighting Company's Solicitors.	
<b>Letter From Spokane on the Free Sign Question</b>	<b>M. C. Osborn</b> 277
A statement of the policy and experience of the Washington Water Power Co.	
<b>Dollar Ideas</b>	<b>An Announcement</b> 280
<b>A Parable and An Interpretation for Solicitors</b>	<b>Earl E. Whitehorne</b> 282
Bearing on the value of a solicitor's job and its future.	
<b>Two Dollar Ideas</b>	285
<b>What Can You Do About It?</b>	286
A story of a painful experience.	
<b>When Would You Try To Sell Kaiser William a Compass?</b>	289
<b>News and Reviews</b>	291

### *Table of Contents for August*

<b>The Measure of Success</b>	<b>Frontispiece</b>
<b>Editorial</b>	7
<b>An Overcharge</b>	10
<b>Popular Appreciation of Electricity in Hamilton, Ontario</b>	11
The prosperity of this thriving Canadian City is credited by the local press to its cheap and efficient light and power service.	
<b>Two Dollar Ideas</b>	16
<b>The Los Angeles Emergency Auto</b>	17
A Breakdown Wagon that advertises the Company.	
<b>The Pretty Girl in Central Station Advertising</b>	19
The Commonwealth Edison Co. employs the Picture Post Card in its Heating Campaign, posing Pretty Girls as models.	
<b>Dollar Ideas</b>	<b>An Announcement</b> 24
<b>Convention of Illuminating Engineering Society</b>	26
<b>A Newspaper Campaign on Electric Flat Irons</b>	27
The Tacoma Daily News offered an Electric Iron as a Subscription Premium and in two years placed 5,000 irons.	
<b>Mr Solicitor, Are You in Line?</b>	29
Straight Talk On The Value of Preparation And a Correct Mental Attitude.	
<b>A Dollar Idea</b>	32
<b>Tungsten Lamps From the Solicitors' Standpoint</b>	33
Mr. F. A. Wegner of the Brooklyn Edison Co. gives his views.	
<b>Who Does the Salesman Try to See?</b>	35
<b>Two Dollar Ideas</b>	36
<b>News and Reviews</b>	37

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A Magazine of Business for Central  
Stations and Electrical Men Generally

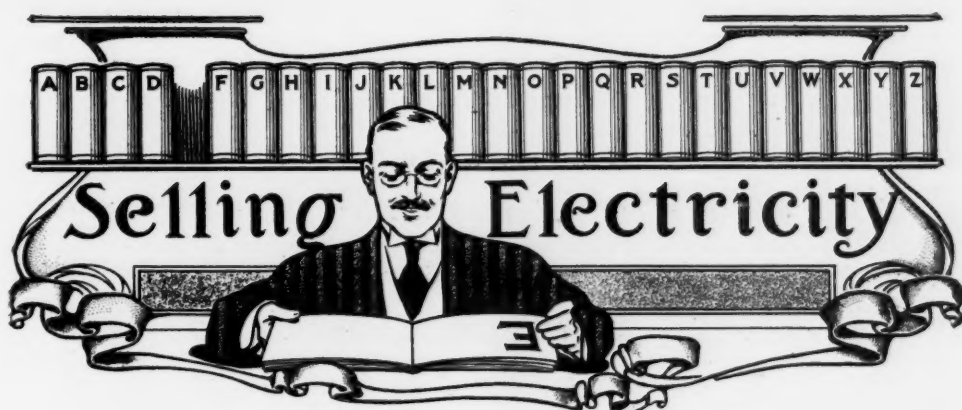
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<b>The Man Who "Hasn't Time"</b>	<b>Frontispiece</b>
<b>Vermont's Successful Convention</b>	<b>55</b>
Green Mountain Electrical Men Talk About Commercialism at Seventh Annual Meeting in Bennington.	
<b>Two Dollar Ideas</b>	<b>60</b>
<b>The Central Station as a Retail Merchant</b>	<b>F. W. Gregory 61</b>
The East St. Louis Co. Joins the Local Merchants Asso. with Good Results.	
<b>A Dollar Idea</b>	<b>66</b>
<b>Commercialism</b>	<b>Frank B. Rae Jr. 67</b>
A Paper Presented Before the Vermont Electrical Association.	
<b>Flat Rate Tungsten Renewals</b>	<b>71</b>
In South Bend, Ind. the Lighting Company Maintains Tungsten Installations at a Monthly Rate.	
<b>Central Station Window Advertising</b>	<b>Earl E. Whitehorne 73</b>
The Results That Have Been Obtained in Rockford, Ill. through the Intelligent Use of Show Windows.	
<b>A Dollar Idea</b>	<b>79</b>
<b>Getting Tile For Morgan</b>	<b>80</b>
Sales Conversation for Solicitors.	
<b>A Dollar Idea</b>	<b>83</b>
<b>The Association of Edison Illuminating Companies Holds Its Convention</b>	<b>84</b>
A Report of the Proceedings at Lenox.	
<b>News and Reviews</b>	<b>86</b>
<b>Appliance Manufacturer and Central Station in Partnership</b>	<b>88</b>

Generally the man who "hasn't time" is one of those fellows whose desks --- and minds --- are cluttered with hundreds of insignificant office-boy details, instead of being occupied with a few man's size problems.







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Volume 4

SEPTEMBER, 1908

No. 2

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## *Vermont's Successful Convention*

Green Mountain Electrical Men Talk About Commercialism  
at Seventh Annual Meeting

THE Seventh Annual Convention of the Vermont Electrical Association, held in Bennington September 16th and 17th, was unique in several respects. There were only three numbers on the program, and all of these were purely commercial. The fact is significant. "We feel that the technical problems are pretty well solved and not especially new," said President E. E. Larrabee in opening the meetings, "but the commercial questions are always new and we never tire of talking of how to get more new business without losing any of the old, how to create demands for current consuming devices and how to make the use of electricity a necessity instead of a luxury."

The program, as announced, was made up of papers by Mr. H. C. Rice, of Cleveland, on "The Tungsten Lamp and Its Effects Upon the Smaller Central Station;" by Messrs. Frank B. Rae, Jr., and George Williams, of New York, on "Commercialism;" and by Mr. Henry L. Doherty, of New York, on "Public Service Corporations." Owing to a misunderstanding, Mr. Doherty was unable to be present, but the Association was fortunate in filling his place with an address on "State and National Light Associations," by Mr. T. Commerford Martin of New York. Mr. Glenn Marston, of New York, also spoke on "Public Policy."

About 100 members and guests were present in the meeting room when

President Larrabee called the Convention to order. The address of the President was as follows:

#### PRESIDENT'S ADDRESS

This is the Seventh Annual Convention of our Vermont Electrical Association and as it has not been customary for the retiring president to make a prolonged address, I will not establish a different precedent—for which you will no doubt be truly grateful.

Our Association is not large and our meetings are more social than otherwise, but we always manage to get a whole lot of good from them, which is proven by the call for copies of the excellent papers presented at the St. Albans meeting last year.

The industry we here represent is one of great importance to any community and the fact that there are few, if any, towns in the state in which two or more plants could possibly earn a fair return upon the money invested makes the electric plant in any town a natural monopoly.

There are some fifty-three central station plants in the state owned by individuals or corporations, in which there are invested several millions of dollars, giving employment to a large number of skilled operatives, and, where the service is kept up and the people are alive, doing more to boom the town than they often get credit for.

The business programme this year is not long and it surely should not be dry, as your committee decided to make the papers commercial rather than technical, feeling that the technical problems are pretty well solved and not specially new. The commercial questions are always new and we never tire of talking of how to get more new business without losing any of the old, how to create demands for current consuming devices and how to make the use of electricity a necessity instead of a luxury.

We have, however, very serious business in hand this year to meet the demand for state control of our affairs and the enactment of laws necessary to regulate the same.

We do not wish to go on record as opposing any legislation giving the greatest good to the greatest number, but we do want to be recorded as willing and anxious to assist our legislators in the foundation and enactment of laws giving both the public and the investor a reasonable amount of protection.

No doubt some action toward the creation of a public service commission will be taken at the coming session of legislature and our committee on public policy is making strenuous efforts to meet the action more than half-way by investigation of the working of commissions in other states, and in collecting information which will be of great value in framing a new public service law.

An attempt was made to have the last legislature pass a law regulating the price of gas and electricity by fixing a maximum price, regardless of local conditions. To prevent such unjust measures being enacted will be a part of the work of the public policy committee and while it will no doubt be perfectly safe to leave the matter entirely in their hands, each member should



be ready and willing to put his shoulder to the wheel and help over the hard places in whatever way he may be able.

The question of closer relationship to the National Electric Light Association should also have a consideration at this time, and I advised that a committee be created to take the matter in charge.

I wish to thank the executive committee and the members generally for the hearty support given me during my term of office and I certainly believe we are in a fair way to become one of the strong organizations of this section of the country.

#### AFTERNOON SESSION

Mr. Harry C. Rice followed with his paper on tungsten lamps, which combined a brief sketch of the technicalities of lamp-making with practical talk on the commercial aspects of high efficiency units. In describing tungsten lamps, Mr. Rice showed specimens of the ore from which the metal filaments are reduced, together with samples of crude and refined tungstic acid, pure tungsten in powdered form and finished filaments. He then launched into the commercial questions involved in the selling and renewing of these lamps, covering the subject at length.

Comparisons were made between the tungsten lamp and the flaming arc, gas arc, gas burner, Nernst lamp and various incandescent units, and arguments adduced to prove that there is no reason to fear the tungsten; rather, that central station men should take the initiative and offer the new lamp rather than wait until they are forcibly driven into this field of lighting.

In the discussion that followed, many valuable points were brought out. Mr. H. W. Brown pointed out the difficulties and percentage of loss in manufacture and stated that as the lamps come into more general use, the price will gradually decrease. Their present high cost, he said, precludes free renewals, but this is really an advantage as it serves to educate the public away from the free renewal and makes them appreciate the economy of high efficiency units. Mr. Brown also talked at some length on the monthly rental plan, which is being tried in various localities. At Lowell, Mass., a flat rate of 25 cents per lamp per month is charged for tungsten renewals; at Elkhart, Ind., the rate is 24 cents for a 40-watt lamp, 27 cents for a 60-watt lamp and 30 cents for a 100-watt lamp. The plan, he said, is proving successful.

Samples of the 25-watt tungsten lamp were exhibited and led to considerable discussion as to their effect. The feeling was expressed by several of those present that both this and the 250-watt size can hardly be considered as commercially available today, though numbers have been installed in practical service with satisfactory results. The city of Hartford, Conn., Mr. Brown said, is about to install 250-watt tungstens for street lighting in order to secure data on results. Mr. Larrabee stated that where a plant is loaded to its capacity, the tungsten lamp offers a means of saving investment in new generators and enables the lighting man to secure the same income from customers with longer hours of burning.

The discussion of Mr. Rice's paper occupied the entire afternoon session.

## EVENING SESSION

The evening session was held in the rooms of the Bennington Club and was attended by a number of the leading business and professional men of the city. The first item on the program was Mr. Rae's paper on "Commercialism," which we print in full on another page. Mr. Rae was followed by Mr. George Williams, who exhibited a large number of lantern slides, showing interesting and spectacular examples of street, sign and outline lighting. Mr. Williams' remarks were brief comments on the installations shown, but he took pains to point out that the brilliant illumination of business streets serves the city as the best possible municipal advertising and greatly increases all classes of local business. The policy of the lighting company, he said, should be to do whatever it can for the city in which it operates; to arouse public spirit, institute and encourage movements toward municipal betterments and make the people realize what a great and important part electricity and the electric light company play in their prosperity. The views and remarks of Mr. Williams were received with enthusiasm, not only by members of the Association, but by the business men present.

Mr. Glenn Marston was then introduced and gave a short talk on "Public Policy," saying in part, "No far-sighted public utilities man objects to reasonable state regulation; it is the unreasonable and municipal regulation that harms. Nor do we object to municipal ownership as such, but to the false showings made by municipally owned plants which make the public believe that such plants operate more cheaply than those owned by individuals or corporations." He then stated that reasonable control, which should include uniform accounting for both municipal and private plants, would show that the present central station men can conduct their business better for their stockholders than politicians can conduct similar business for a city, and that if the truth were known no city would ever want municipal ownership. In dealing with the work of public utilities commissions, Mr. Marston pointed out that they were as beneficial to the small company as to the large, and said unreservedly that no public service law honestly drawn for the mutual protection of public and company but would prove of immense benefit to the lighting industry.

Mr. T. Commerford Martin made a very able address on the purposes of state electrical associations and the advantage of their joining with the National Electric Light Association. After sketching briefly the history of the industry and quoting figures to show its huge importance today, Mr. Martin said that the future lies wholly with the central station managers. Touching the subject of state control, he pointed out that the public service commission is not a menace but a dam which will in future hold back any tide of socialism or worse evil which may arise, and predicted that within ten years every state in the Union will have such a commission. Coming from so authoritative a speaker, his words in praise of the work done by utilities commissions in New York, Massachusetts and Wisconsin created a profound impression.

The purpose of Mr. Martin's address, however, was to urge the Vermont Electrical Association to co-operate with the National Association and in this he was successful.

#### EXECUTIVE SESSION

The Executive Session was held just prior to the regular meeting on Wednesday afternoon. The question of co-operating with the State Legislature in drafting a fair and equitable public utilities bill was discussed at some length and steps taken toward this end. The matter of closer relationship with the National Electric Light Association was also favorably considered. The following officers were elected:

President, F. H. Parker, Burlington Light & Power Co., Burlington.

First Vice-President, Jas. E. Davidson, Consolidated Lighting Co., Montpelier.

Second Vice-President, C. E. Parker, Vergennes.

Secretary-Treasurer, A. B. Marsden, Manchester.

Members Executive Committee, three years, C. C. Wells, Middlebury, and Geo. S. Haley, Rutland.

#### ENTERTAINMENT

On Wednesday evening, President Larrabee gave an informal dinner at the Bennington Club, in honor of Mr. F. H. Parker, the incoming President of the Association. The guests:

Mr. F. H. Parker, Burlington, President-elect, Vermont Elect. Ass'n.

Hon. F. E. Howe, Bennington, Representative to Legislature and Publisher of "Bennington Banner."

Hon. C. H. Dailey, Bennington, Collector of Customs.

Mr. I. E. Gibson, Bennington, President Bennington Club.

Mr. O. M. Barber, Bennington, Attorney.

Col. F. S. Richardson, Bennington.

Mr. A. B. Marsden, Manchester, Secretary-elect, Vermont Elect. Ass'n.

Mr. Geo. S. Haley, Rutland.

Mr. T. C. Martin, New York, editor *Electrical World*.

Mr. Harry C. Rice, Cleveland, Vice-President G-I Lamp Co.

Mr. Geo. Williams, New York, Henry L. Doherty & Co.

Mr. Glenn Marston, New York.

Mr. Frank B. Rae, Jr., New York, editor *SELLING ELECTRICITY*.

\* \* \* \* \*

The clam bake on Thursday was particularly enjoyable. The members of the Association and their guests left the headquarters in the Putnam House at about 10:30 for the picnic grounds and amused themselves with various sports until the bake, which was ready shortly after one. The bake was pronounced "the best ever."

\* \* \* \* \*

Mr. E. D. Strickland came down from Buffalo to direct a Rejuvenation of the Sons of Jove. The ceremony was performed with much pomp and circumstance—and now everybody worth knowing in Vermont is a Jovian.

## A Dollar Idea!

Ludwig Kemper, Manager Albert Lea Light & Power Co., Albert Lea, Minn.



Electric desk fans with flags or strips tied to the front guard have long been used by drug stores, 5 and 10 cent stores, etc., as a window stunt, and always with good result, for the motion of the streamers catches all eyes.

No one, however, as far as we know, has set this device to doing any useful work, until it occurred to us to advertise this special feature.

Considerable fan business has been secured in Albert Lea among the fruit dealers, green grocers, butchers, fish markets, etc., by advertising the electric fan for keeping flies off the stock in windows and on counters. We attach thin strips of paper to the guard in front of the fan blades, so that when the fan is in operation this paper flutters out over the fruit and meat and scares away the flies.

If these strips are made of tissue paper about 10 inches long, it not only serves to disperse the flies, but is a strong attraction to passers-by, and advertises the window display.

## A Dollar Idea!

J. S. Maltman, Superintendent Kankakee Electric Co., Kankakee, Ill.



Numerous instances are on record where the gas-man has "joshed" the electric-light-man because he not only used a gas range, but lit his house with gas as well; and though there are plenty of gas companies burning electric signs on their office fronts, still it isn't often that the electric company has the laugh-end quite as effectually as in the case at Kankakee.

The Kankakee Electric Light Company has talked power to the competing gas company and sold them a motor.

Mr. J. S. Maltman, Supt., writes that it became necessary for the local Gas Company to increase the pressure in their mains, and they were about to put in a steam outfit, therefore he felt justified in "aiding and abetting the enemy" and sold them a 3 h. p. motor direct connected to a blower. Mr. Maltman says, "Here is a prospective business that we believe is not being taken up by most companies," and there seems to be no reason to dispute the point.

## *The Central Station as a Retail Merchant*

The East St. Louis Company Joins the Local Merchants' Association  
and Aids the Greater City Movement With Good Results

By F. W. GREGORY

TREASURER CITIZENS' ELECTRIC LIGHT & POWER CO.,

EAST ST. LOUIS

**D**URING the latter part of 1907 the merchants in the dry goods, clothing, shoe and jewelry lines in our central business district, who were members of the Retail Merchants' Association, organized a branch of that Association, and named it the Down Town Club. Their object was to confer with each other over matters of mutual interest, principally ways and means to hold trade in East St. Louis and to arrange to close their stores Tuesday, Thurs-

day and Friday of each week at 6 p.m. They had been keeping open until 8 every night during the week, except Saturday, when they closed at 10 p. m. They now close on Monday evening at 8, Wednesday at 9 and Saturday about 10.30.

They came to us for a contribution for advertising purposes which was freely given and we stated to them that we were glad to do anything we could to help the merchants of East St. Louis, and that the future dollar



Permanent Street Arches, East St. Louis





East St. Louis Store on the Street Arch Circuit

had more attractions to us than the present nickel. This was literally true, inasmuch as we operate the street railway line in East St. Louis and across the bridge, and any business they prevent from going to St. Louis, of course, reduces our railway revenue. Also the earlier closing of the stores would cut down our revenue from store lighting.

We expressed a desire to aid them in every way in their work for a betterment of business conditions and told them to call on the representatives of both the Railway and Lighting Departments for any assistance they could lend.

While we were not eligible to membership in the Down Town Club they suggested that we take a membership in the Retail Merchants' Association, which was the parent organization.

We did this, and attended several meetings of the Down Town Club as guests of the Club. During one of the discussions about advertising and other plans to attract attention to East St. Louis as a retail city, the subject of better light along the streets was suggested. The idea of ornamental fixtures with underground construction was considered out of the question, especially at this time, owing to the cost, but erecting arches across the streets was found to be easily within their reach on the terms of the proposition we made.

We proposed to furnish the current for 1000 six candlepower lamps to burn from dusk until 11 p. m. every night for a period of one year, provided the Down Town Club would pay the entire cost of installing the system. This they agreed to do, but

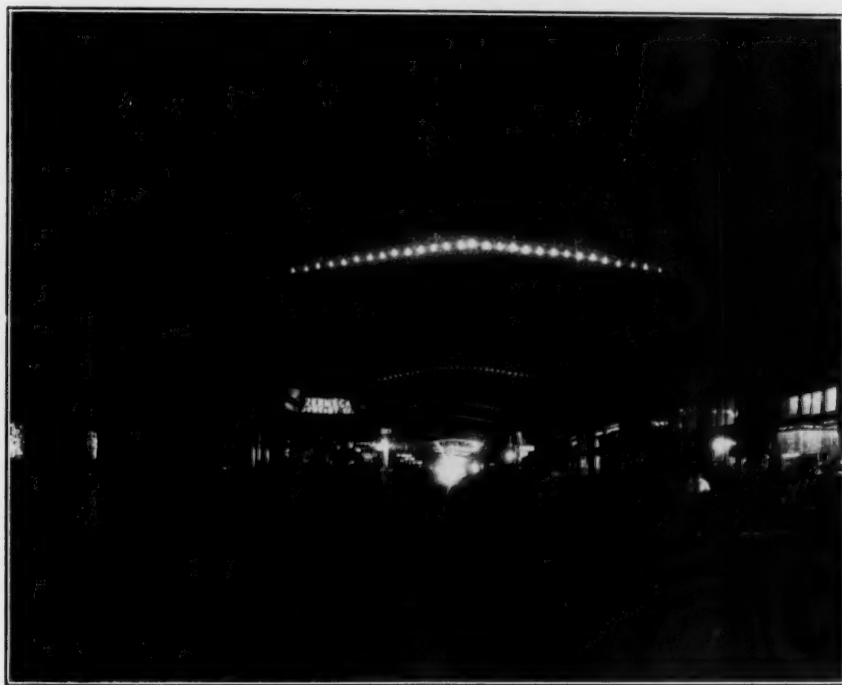
in looking over the ground they found that 1000 lamps would not cover as much of the territory as they anticipated, and we agreed to furnish light for 51 arches, requiring about 1600 lamps. On the streets where these lights are located, the Railway Company has iron trolley poles, we therefore secured pole tops four feet long and had them turned so that only one foot of the length would go down in the pole. We then strung tie wire across the street to hold the arches. The wire, sockets, etc., were assembled at our storeroom and the arches made up there and rolled on reels. When they were completed they were brought down town and each arch was put up as taken from the reel. This made the construction cost very low.

After the arches were in position a three wire distribution system was

installed, and three transformers placed in order to get as good a distribution as possible. In addition to this a primary circuit was run connecting all the transformers, so that the lights could all be turned on and off at one time with the primary switch, which, of course, cuts out transformer loss during the day.

The entire cost of this work, including cost of transformers and two thousand lamps was about \$2000. This was paid by the Down Town Club. These lamps will consume approximately 60,000 kwh. per annum, and though this may appear a very heavy expense for us to assume, the advertising is worth a good deal.

Great preparations were made for the demonstration the first night the lights should be turned on. We notified all our customers, both through



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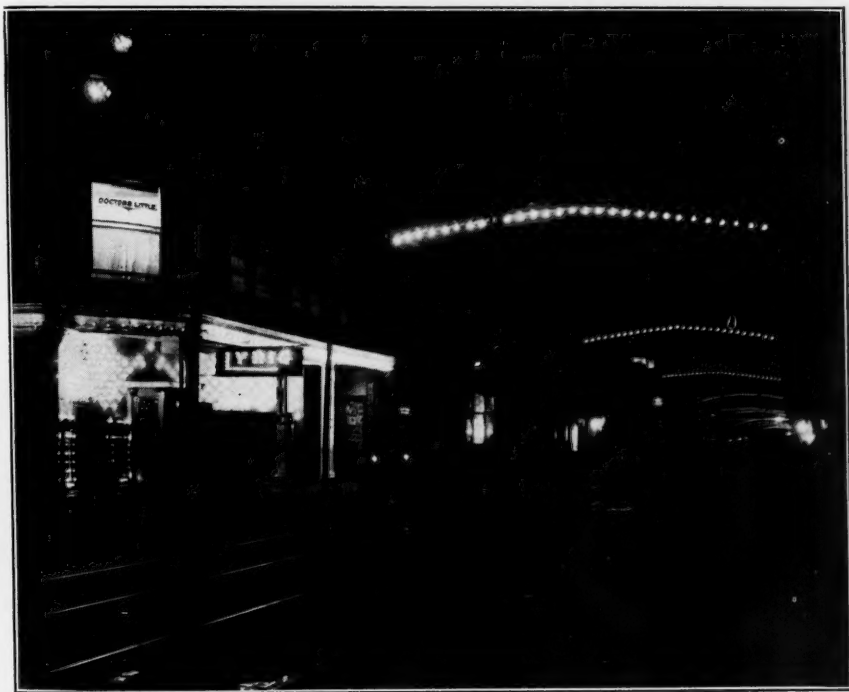
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We did this, and attended several meetings of the Down Town Club as guests of the Club. During one of the discussions about advertising and other plans to attract attention to East St. Louis as a retail city, the subject of better light along the streets was suggested. The idea of ornamental fixtures with underground construction was considered out of the question, especially at this time, owing to the cost, but erecting arches across the streets was found to be easily within their reach on the terms of the proposition we made.

We proposed to furnish the current for 1000 six candlepower lamps to burn from dusk until 11 p. m. every night for a period of one year, provided the Down Town Club would pay the entire cost of installing the system. This they agreed to do, but

in looking over the ground they found that 1000 lamps would not cover as much of the territory as they anticipated, and we agreed to furnish light for 51 arches, requiring about 1600 lamps. On the streets where these lights are located, the Railway Company has iron trolley poles, we therefore secured pole tops four feet long and had them turned so that only one foot of the length would go down in the pole. We then strung tie wire across the street to hold the arches. The wire, sockets, etc., were assembled at our storeroom and the arches made up there and rolled on reels. When they were completed they were brought down town and each arch was put up as taken from the reel. This made the construction cost very low.

After the arches were in position a

three wire distribution system was installed, and three transformers placed in order to get as good a distribution as possible. In addition to this a primary circuit was run connecting all the transformers, so that the lights could all be turned on and off at one time with the primary switch, which, of course, cuts out transformer loss during the day.

The entire cost of this work, including cost of transformers and two thousand lamps was about \$2000. This was paid by the Down Town Club. These lamps will consume approximately 60,000 kwh. per annum, and though this may appear a very heavy expense for us to assume, the advertising is worth a good deal.

Great preparations were made for the demonstration the first night the lights should be turned on. We notified all our customers, both through



Permanent Street Arches, East St. Louis

the newspapers and through special notices mailed to each one, that at 8 p. m. all of the lights in the city would be turned off for a period of 30 seconds. Our first intention was to make it one minute, but we figured that 30 seconds would be sufficient. As a matter of fact we changed this to 20 seconds, but, of course, did not advertise it. A "booster car" with a band was sent over all the city lines to remind the people, and the streets that night looked as though they had all come down town.

The Down Town Club secured a carriage in which the Mayor and his daughter rode from the City Hall to the place where the switch was located, so that the Mayor's daughter could turn on the lights at the proper time. We took the precaution, however, to have a lineman on the pole to see that the switch would be properly thrown, in case she did not pull the rope hard enough. Promptly at 8 p. m. the switches at the power house were pulled, and as the crowds were so thick that the cars could not move, the motormen made the scene more realistic by turning out the lights in their cars. When the other lights were turned off the Mayor's daughter pulled the switch that controlled the lights in the arches, and when the 20 seconds were up and the switches at the power house were thrown on, the arches were lighted with the other lights, which called forth much cheering and applause.

Unfortunately for the railway end of the business, a heavy rain drove the people home a short while after the lights were turned on, and as the cars could not carry all of them at the same time, a large number walked.

We believe, however, that our railway earnings on that particular night amounted to a considerable portion of the actual cost of furnishing the current for one year.

We possibly did not give enough consideration to the question of turning out all the lights in the city, and we might not handle the matter exactly the same way again. In our notices, however, we specifically stated that in case the turning out of the lights would inconvenience any of our customers, on receipt of notice we would arrange to take care of them.

During a discussion upon this phase of the subject at the N. E. L. A. Convention in Chicago, Mr. Gille of Minneapolis raised the question of the danger that might arise, for instance, in the case of a physician performing an operation in a hospital. We had taken that into consideration, and figured that in view of the notice we had given that the light would be turned off, and the fact that the darkness would last only 20 seconds, and the further fact that all the hospitals have gas installed, reduced that risk to a minimum. We did not, possibly, give due consideration to the fact that physicians do not approve of the use of gas where they are administering chloroform, but the danger was so small as to seem justified, and so far as we know, no one in the city was seriously disturbed.

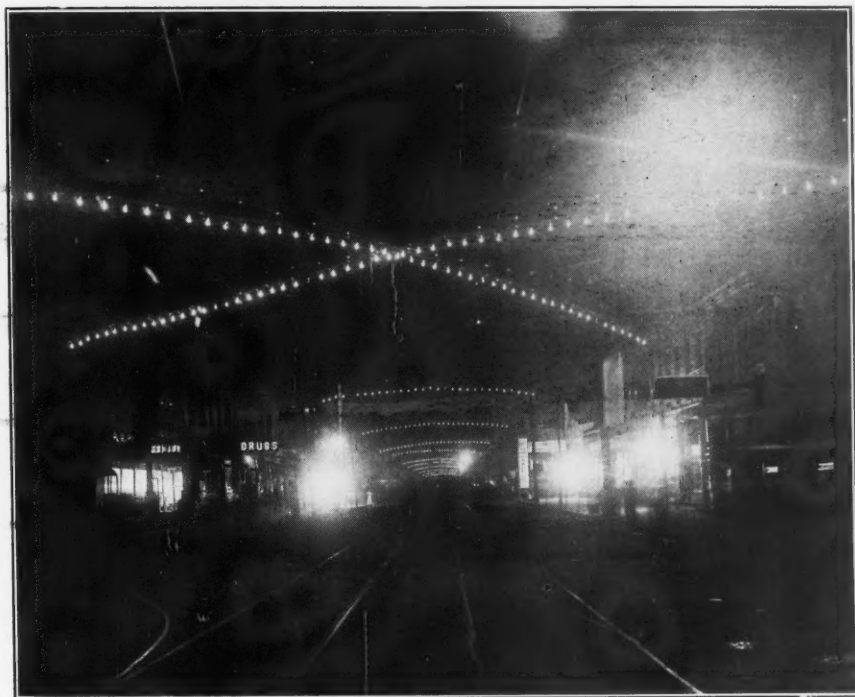
There was little chance of anything being stolen in the stores since most of them closed at 8 o'clock, but those that remained open had taken advantage of the advance notice and lit the gas inside. We saw, with regret, while the short-lived darkness was on, that there were a few stores with

gas on the outside, also, but we are working hard to displace it.

We are soliciting flat rate sign and window lighting to go on the same circuit with the arches. Our progress in this direction has been very slow, however. This has been partly because of the general business depression, which affected East St. Louis to a great extent, for the reason that iron

shown in the accompanying illustration. This customer pays us \$20.00 per month.

We have found our membership in the Retail Merchants Association most valuable for the reason that it keeps us in close contact with the local merchants and gives us a chance to talk over matters of mutual concern. Also, in cases of misunder-



Permanent Street Arches, East St. Louis

and steel factories furnish a large part of the business activity of the city. Also our meter rates are so low that customers are using time switches, and getting a small saving in their bills in this manner, for every expenditure in these times is being watched very closely.

So far we have had only one merchant on this circuit, the lamp letter sign "Thoene's" and the windows

standing, when the company is believed to be unfair, or dissatisfaction is felt with the service, we are able to join in the discussions and set matters aright, preventing the merchants brooding over supposed injustices and appointing committees, etc.

At one of their meetings we invited the members of the Association to visit our power house, and they accepted. After the trip was over a

great many of them stated that they had had no idea that such a large plant was in their midst; in fact, they had not thought very much about it, but were well pleased with the trip.

Of course it may be hard to put your finger on the actual results from our liberality in giving away the current for these lights, but we feel that it has been worth much more than it will cost for the first year. We also believe that at the end of that time the Association will be willing to pay for the current and allow the fixtures to remain where they are. We will then be getting revenue without having to go to the expense of constructing the lines.

The feeling of the merchants and

residents of the city toward our management of both the electric light and railway properties is very friendly, and we do not believe it will be a very hard task to continue these present relations.

We feel that the people of East St. Louis and the adjacent towns served by this company, appreciate that we are mindful of our obligations as public servants, and that our policy of direct participation in all enterprises that make for improved business conditions is as sincere as their own.

We are satisfied that our membership in the Retail Merchants Association and the Down Town Club is worth all that we have spent in fostering this movement.

## A Dollar Idea!

W. S. Kilmer, Illuminating Engineer



*This Company purchased a plant which had never paid. A short time after we took charge, a stock show was announced for a date two weeks later, to last for two weeks.*

*The Committee in charge called on the Company to make arrangements for a few incandescents and to solicit advertising for their program. Satisfactory rates were made on the lighting, and advertising space was subscribed for on the condition that the Committee would assist in every possible way to induce the merchants to light up the streets in the business portion of the town, with strings of lamps placed in front of the stores.*

*We then began soliciting, with a rate of 25 cents per 16 c. p. lamp connected for the week, and succeeded in lighting up most of the business fronts. A good healthy interest was aroused in electricity for inside as well as outdoor lighting, and at the end of three weeks, we had permanently increased our down-town business by 25 per cent.*

*Park of this possibly was due to the local newspaper, for we subscribed and took advertising space at the same time and they gave us a good "write up." However, it was all the direct outgrowth of the Stock Show Campaign.*



# Commercialism

A Paper Presented Before the Vermont Electrical Association,  
Bennington, September 16 and 17, 1908

BY FRANK B. KAE, JR.

**F**IVE years ago, commercial engineering in the central station field was the doubtful side-line of a technical business. Five years hence, electrical engineering will be only incidental to what will be almost a purely commercial enterprise.

Five years ago, also, the lighting company was—in the public mind—a monopoly, a slimy serpent of graft and grab, proceeding by devious and subterranean ways, debauching city officials, pre-empting public lands and franchises, and robbing the widow and orphan. Five years hence, it will be recognized generally that the central station is nothing more or less than a manufacturer and retailer of a necessary commodity.

The reason for these changes may be summed up in one word—*COMMERCIALISM*.

## DEFINITION.

Central station commercialism is even yet but vaguely understood. To many managers of lighting plants, it means little more than a spasm of hysterical advertising. To others it means such advertising plus a season of brazen solicitation by underpaid canvassers. But to a few, perhaps one per cent. of the central station managers of the country, it means the wise conduct of business along business lines, unhampered on the one side by too narrow engineering ethics or upon the other by political intrigue or financial jugglery.

It embraces—I name them in the order of their importance—public policy, general management, soliciting, advertising. Let me define these briefly.

## PUBLIC POLICY.

Public policy means the company's attitude and policy toward the public. This is the subject, I understand, upon which Mr. Doherty will address you, which precludes my more than mentioning it. One point may well be remembered, however; public policy is not something to resolve about in board meetings and spread upon the records; it is the mainspring of daily routine. It applies not only to public officials, newspapers and important customers, but to the ignorant foreigner who kicks about his minimum bill. It applies whether you have indigestion or not; it must be maintained unchanged in the face of any accident to plant or lines; it must be followed by every man in the organization, every hour of the day.

## GENERAL MANAGEMENT.

General management means what it says—general management. It is part of commercialism—the most important part.

The organization of a central station personnel parallels closely the lay-out of the plant and system. The board of directors is the prime mover. The general manager is the generator. The engineers, linemen, office force and solicitors are the apparatus ener-

gized, all doing a variety of work over a large or small territory, but all getting their impetus from one source. And just as the generator in your plant does not actually perform the work of the motors on the line, so the real general manager does not do the work of his employees. It is commendable to be able to strap on a pair of climbers, shin up a pole and demonstrate to some mutton-headed lineman the right way to do his work—but it is poor management. A good manager would not have that kind of a lineman.

This holds in all departments. The manager draws his pay for managing, not for being every employee's superior in every branch of central station work. Successful management requires a certain amount of physical and mental leisure in which to ponder and plan. The man who clutters his brain with the detail of non-essentials will be unable to give clear-sighted, unhurried consideration to those larger problems which daily confront him. Of these problems nine out of ten are commercial.

#### THE COMMERCIAL CAMPAIGN.

First of these problems is the main plan of the commercial campaign; there must be one, whether or not a company employs solicitors and advertises. Just as one would not build a power house without first sketching it out on paper, so there can be no commercial success without some sort of prearrangement. Without it you would only putter.

Right here, too, many managers err. They confound a business-getting scheme with a commercial plan. They hit upon some such detail as the installing of signs on flat rates or of

loaning tungsten fixtures and renewing the lamps for a set sum per month. Those are schemes, not plans.

A commercial plan is a broad policy of commercial advancement based upon the daily load curve, the condition of the company treasury, the status of the company's securities, local business and political conditions and the manager's ability as an organizer and executive. Such a plan has its foundation on the bed rock and its purpose is a commercial structure which shall endure indefinitely. (And here let me say parenthetically, that makeshifts are the curse of America and the manager who knowingly is content with a makeshift's commercial plan writes himself down as a sloven or a fool. Happily, most such mistakes are the result of shortened perspective.

The petty detail of the day is so close to the eye and looms so large, that one can scarcely see it in its true relationship to the larger scheme of things. Like the boy in the fable, there are so many trees we cannot see the forest. But if we recognize the difficulty, its correction is easy.

Having sketched your main commercial plan,—one that is broad, solidly grounded, yet flexible enough to allow for technical, political or business developments—it will be found that the various business-getting schemes, devices and methods will take their proper places. There is an abundance of such schemes, all good when adapted to local conditions. Their danger lies in the tendency to adopt, rather than to adapt. No two sets of local conditions are identical and no two central station organiza-



tions are the same. The electrical fraternity is fortunate in that it is common practice to interchange ideas and experience, but when this interchange results in the method of one manager being copied exactly and slavishly by another, without regard to the dozens of peculiar conditions surrounding each, it is a decided disadvantage. Do not think from this that I advocate nothing but new and original schemes. The company that relies wholly upon the brains within its organization will have a hard time. Gather ideas where you will—from the trade press, the manufacturer's salesman, the experience of other industries,—from your fellow-managers—take them where you find them, but make them your own. Fit them to your needs—adapt them to your organization—trim and cut or expand and enlarge them to meet your local conditions.

#### SOLICITING.

When it comes to the actual soliciting of a contract, adapt again your scheme to the specific case in hand. Make it fit not only your own requirements, organization and local conditions, but the particular needs and individual characteristics of the man whom you solicit. This is important. Too many companies adopt an idea and then try to force it, willy-nilly, down the throats of their clients. It is a vain and saddening experience. Despite your best arguments to the contrary, the average business man will persist in believing that he knows something about his own affairs. Nine men in ten will rebel at the cut-and-dry scheme, the standard and uniform "free sign," the ready-to-wear window lighting or store equipment.

By all means have a general scheme but make it flexible; allow for the idiosyncrasy (or idiocy, if you prefer) of the individual customer.

And give your solicitors a chance to use that flexibility. At the risk of being guilty of bragging, I may say that I sell 60 per cent. of the men I call on. This is not the result of crafty salesmanship or superior intellect. It is because I never see a man with a sales proposition that has not been carefully adjusted to fit his needs and give him results. All his objections are provided for and refuted in advance. Not only that; the made-to-measure proposition is something which he can and will endorse immediately, enthuse over, and insist upon with the least possible delay. The central station salesman can do the same. He knows—or should know—every customer in advance. He knows that man's business, rating character, possibilities, prejudices. What easier, then, than to fit the scheme to the man, instead of trying to stretch or compress every man to a stock scheme?

A trouble experienced by too many lighting companies is that they get results from only a small percentage of their salesman's calls. This is not always the salesman's fault; generally it is because they either insist upon too many calls or seem to the salesman to demand too great immediate results. And the salesman, hurrying from door to door like a book agent the last week before Christmas, neither prepares his way in advance nor leaves a friendly opening for a call-back.

In guiding salesmen, give them a little head, counsel them to patience

and careful preparation, rehearse with them the day's campaign. Then, when a critical moment comes, swing every ounce of weight, every breath of influence, to the aid of the man with the order book. And when he has won, be free with the praise that heartens him for the next compact. The great mistake in this field consists in dubbing our salesmen "solicitors," and in looking upon them as a species of business-getter but one remove from the book agent—poorly paid, delegated with no authority, supported only when convenient. If you hire salesmen, hire good ones. Give them your confidence and support. Treat them like men. Cultivate and permit them to use their brains, tact, discretion. It pays.

#### ADVERTISING.

Advertising, as it is generally understood, has at best but a minor place in the central station commercial plan. The most effective printed advertising in the world will only carry a short way. It is simply a manifestation of the company's public policy and to be effective must be reinforced by fair, liberal and tactful management, and followed up by clean, business-like and earnest solicitation.

But if we take the better and broader meaning of the word, advertising is of next importance to management. As now understood by the most thorough advertising men, the word embraces whatsoever influences the public mind as related to the company. Thus, the neat appearance of your office-boy is good advertising. A sweet-voiced, tactful telephone operator; a well-dusted window display; an attentive receiving teller; a good-natured, likeable meter-reader; a

well-timed contribution to charity; a good cigar and a warm hand-clasp offered in unison and with sincerity to a newspaper man; quick, courteous attention to complaints; prompt apology for errors; earnest endeavor to serve anyone; anywhere at any time in matters electric—these are forms of advertising, and best advertising. They cost nothing. They mark the successful manager. They are so intangible that one notes only their absence: their presence I have known to ward off municipal ownership and double dividends.

A certain amount of printed advertising is of course necessary and profitable, but it must be prepared with skill and care. If you have not the skill or lack time to bestow the care, hire it done. It is of the same importance and should have the same particular attention which your lawyer gives to a franchise or a contract. As a matter of fact, an advertisement is a contract and in some states can be enforced in court of law.

The most successful printed advertising for a central station is that which reflects most broadly to the advantage of the city. Be an enthusiast for the town. Find the opportunities for bragging, and whoop it up. Next in importance is educational advertising—the A B C's of electricity presented in words of one syllable. Such advertising lightens the work of your solicitor and brings voluntary inquiries for exact figures. Finally, there is the general publicity—interviews, personals, news of the company, write-ups of notable installations which gratify the merchant, stories of the wonders of electricity which make folk appreciate your ser-

vice. These are all advertising, all easy to secure, all profitable when published.

\* \* \* \*

This, gentlemen, is a hasty sketch of what is embraced in central station commercialism. I have spoken in general terms perforce, but you are all wise enough to make the personal applications.

The whole difficulty is to make you see the importance of the subject. If you can see that, then those harrying

details which have filled your days heretofore will sink to proper insignificance; you will delegate minutiae to men whose brains cannot rise above it; you will free yourself from the slavery of minor matters and desk duty and grasp the larger opportunity. You will conceive largely, plan broadly, execute quickly.

And results?—a model plant, a loyal organization, a satisfied public, a contented board of directors, and—personal success.

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## *Flat Rate Tungsten Renewals*

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EVERY central station commercial man knows that an ever-present factor in his selling problem is the ignorance of the general public of those semi-technical details with which the consumer of current occasionally comes in contact. Therefore, constant effort is directed toward keeping away from these technicalities, and reducing the lighting proposition as much as possible to a basis of dollars and cents.

The advent of the tungsten lamp, however, has necessitated a large amount of conversation on the subject of watts and candlepower, of lamp hours and efficiencies and of renewal costs. It is unquestionably energy well expended as in line with the popular educational program which promises so much for the electrical industries, but at the same time anything which tends to relieve the consumer of responsibility or confusion, and to make the high efficiency lamp

offer more attractive to him is of direct benefit to the central station as well as to the consumer.

We reproduce, herewith, a section of the contract form now used by the Indiana & Michigan Electric Company of South Bend, Ind., wherein the company makes a flat rate on Holophane arcs and tungsten lamps covering the furnishing of the fixtures and all lamp renewals. This rate is clear, definite and final and is as fair to the customer as to the company.

Moreover, the consumer is no longer concerned as to the length of life of the lamp, he no longer views with alarm the fact that the metal filament is more fragile than the carbon, nor is he called upon to pay for any "extras." When the customer buys his own tungsten lamp it is labeled in his mind "Extra!" in bold faced type, and as such, an evil, "tribute to a corporation," etc. He is

too prone to forget that his kwh. bills are reduced. He remembers most strongly that, whereas in the past he paid each month a single bill for lighting, now there are other bills, at odd times.

when a man buys lamps at one time and pays his service charge at another, he is doubly conscious of the expense. It seems about twice as much as when the same cost was covered by a single bill.

### Contract for Lamp Renewals

The subscriber, hereinafter called the purchaser, requests Indiana and Michigan Electric Co., hereinafter called the company, to loan Holophane arcs and lamps of the number, kind and size hereinafter specified, and to furnish all renewals of such lamps, and to maintain and keep said Holophane arcs in a good serviceable condition, in consideration of which the purchaser agrees to pay the company, monthly, the rate per lamp set out in schedule below:

#### Holophane Arcs and Lamps Loaned to Purchaser

Arcs		
No. 66 6 Lamp Capacity	No. 65 5 Lamp Capacity	No. 64 4 Lamp Capacity
.....	.....	.....
Lamps		
No.	Size	Kind
.....	100 Watt	Tungsten
.....	60 Watt	Tungsten
.....	40 Watt	Tungsten
.....	100 Watt	Gem

#### Rate

Per Lamp Per Month

#### Tungsten Lamps

100 Watt, 30 Cents  
60 Watt, 27 Cents  
40 Watt, 24 Cents

#### Gem Lamps

100 Watt, 10 Cents

The above lamps and Holophane arcs are, and are to remain, the property of the company, with the right to enter upon the premises and to remove any and all of said lamps and arcs at the expiration of this agreement, or discontinuance of the supply of electricity.

The date of expiration of this contract shall be the same as the contract between the purchaser and the company for the purchase and supply of electricity.

Accepted:

Purchaser

For Ind. and Mich. Elec. Co.

Contract Form used by the Indiana & Michigan Electric Co.

The aim of the lighting company should be to eliminate all possible detail, to remove every conceivable source of irritation, in the process of billing and collecting for current; for

The South Bend flat rate contract for tungsten renewals seems to be quite safe from the central station viewpoint, and is certainly a decided convenience to the consumer.

## Central Station Window Advertising

What Has Been Accomplished by the Rockford Electric Co.  
Show Windows

By EARL E. WHITEHORNE

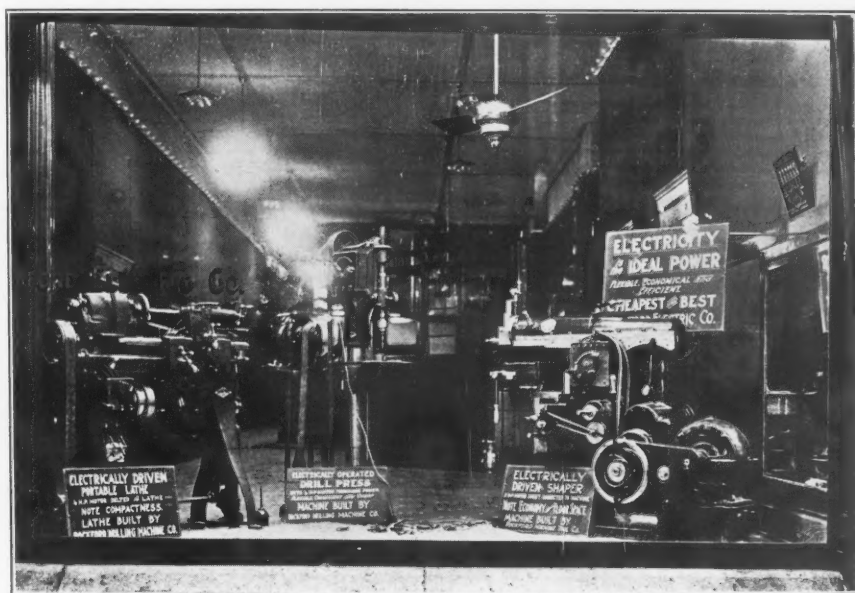
MANY central station managers look upon the dressing of their show windows as more or less of a bugbear. The prevailing superstition seems to be that the show space behind the windows is a necessary evil and that if it is covered with green burlap and stocked with a couple of fans, a few irons and a portable, with assorted lamps arranged in polite designs, stern duty has been satisfied.

Of course, the green burlap begins to fade shortly and within a few weeks it is inadvisable to move any of the contents of the windows as the discoloration will be made more ap-

parent and unsightly. Therefore, if the fans are taken out during the winter months they are replaced by some heating appliance of proper size to cover the spot and the window requires no further attention till fan time, save occasional dusting.

"The more spectacular and crowd attracting window advertising of the department store and the drug store," says Mr. Hard Shell Lightman, "is unquestionably profitable for them, or they wouldn't keep it up—it must sell goods—but it is not exactly dignified and is hardly appropriate in the central station business."

Experiment and experience does



Machinery Window, Rockford Electric Company

not bear out this theory. The central station primarily sells electric current, but to induce the demand for current it carries as a side line the various current consuming appliances for light, heat and power—merchandise, specific in character, but nevertheless merchandise, pure and simple. If the lighting company takes up the sale of merchandise, therefore, as a straight business proposition, why should those methods that are recognized as essential to the retail merchant, be ignored or even neglected?

The Rockford Electric Co., Rockford, Illinois, has taken up the subject of central station window advertising and looked it square in the eyes. It was decided that if lighting, heating and power devices were to be sold, to induce the use of current, the thing to do was to sell them, not on demand, but through creating a popular desire. It was recognized that advertising on paper was not enough, nor yet by unattached and inactive samples, and the show window was put into commission to demonstrate to the man, woman and child on the sidewalk, not only what electricity can do but what it does, and to let them see the process.

The accompanying illustrations show four views of the Rockford window. Changes are made each week, unless the exhibit be particularly heavy and unusually attractive and even then they endeavor to keep up the popular interest by some minor change.

The machinery window continued for a period of two weeks, and on Saturday night a machinist demonstrated the machines by appearing in overalls and jumper and actually

tuning, drilling and shaping various subjects before the interested spectators. At other times the machines ran light. During this demonstration five small power installations were obtained as a direct result of the window display.

Another window, the Penny Guessing Contest, was a most successful bit of advertising. As seen in the reproduction, the display consisted of a glass globe covering a pile of pennies and a placard announcing the terms of the contest. The card read: "We Will Pay One Half the Cost of Wiring for Electricity the Home of the Person Guessing Nearest to the Correct Number of Pennies in This Pile, Providing Said Half does not Exceed \$50. The Contest Closes July 20. Come In and Leave Your Guess." The public was interested, the local press took it up and this contest was discussed all over the city. One hundred and five guesses were entered and a house was wired for the winner, the company paying half the cost.

The Dining Room window was attractively arranged and the furniture was new and handsome in design and quality, being loaned for the exhibit by a local merchant. This display was well lighted and in harmony with the subject and a large amount of interest in electric dining room conveniences was created. A considerable number of direct sales were induced by this window.

As a result of the Complete Bedroom window, the Rockford Electric Co. obtained at least a dozen residence customers, directly attributable.

Here are four instances of window displays which have appealed and ac-



tually sold appliances and secured customers, whom direct solicitation and advertising had not succeeded in bringing to the point of signing a contract. Unquestionably, these new customers had been strongly influenced in advance, but the window demonstration had the suggestive strength to stimulate them further and unconscious of the fact that it was in response to the culmination of a steady pressure of advertising, they

pass by our office for the express purpose of observing what new novelty we may have in the way of window dressing."

And all this is so because the Rockford windows have been pertinent, suggestive, practical and thorough. In the Dining Room window, instead of setting up a table and two chairs with a sign "This is a Dining Room" and loading the table down with a full line of heating devices, a com-

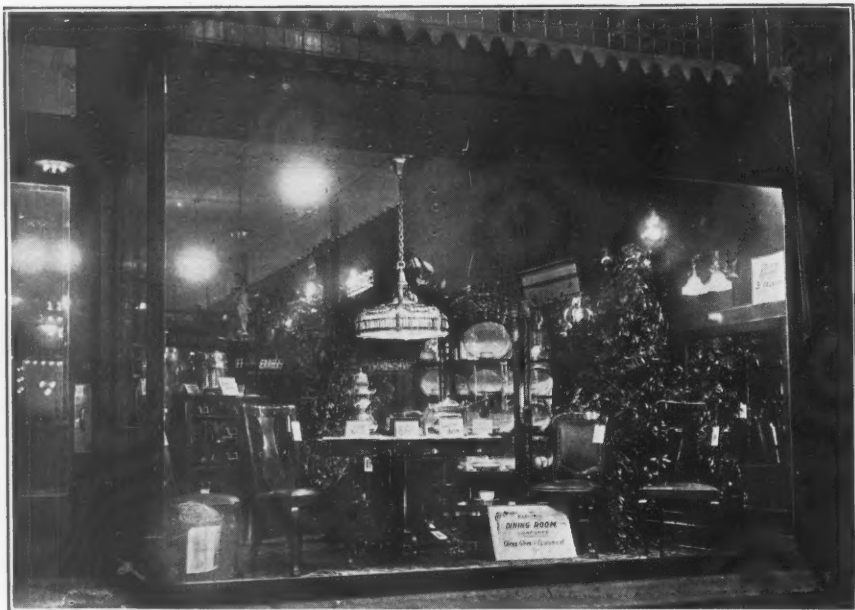


Complete Bed-room Window, Rockford Electric Company

were voluntarily convinced and satisfied.

We quote from a letter from the Rockford Co.:—"That we have been reasonably successful in this window advertising is demonstrated by the fact that on Monday and Saturday evenings our sidewalk in front of the office is so packed with people, that it is usually necessary for the police to keep them on the move. Also there are a great many people who weekly

plete dining room was installed. It is hard to find space in an office window to serve a meal, and exhibit the process of eating, with the dog and cat asleep under the table and the pretty waitress just coming in through the butler's pantry door; and it is not essential to the Central Station window display. The Rockford Electric Co. window, however, creates the proper illusion and is distinctly pleasing. The dome fixture, the



Complete Dining-room Window, Rockford Electric Company

china in the glass closet, the furniture itself are all in good taste and of the quality that is truly homelike.

The same criticism applies to the bedroom window. The Machinery exhibit tells the whole story of individual motor drive for the machine shop and suggests to every user of power for any purpose whatsoever, the possibilities of electric drive in his own plant. It takes the prospect right up to the point of competitive costs—for the motor is in plain sight and the machine runs. The signs call attention to the economy in floor space. The Saturday night demonstrations were spectacular and added the "human interest" element which draws the crowd and engenders wide publicity, but it added nothing to the fact that the machines were motor driven.

The Penny Guessing Contest was of course quite a different proposi-

tion, a clear cut, concrete, side-show stunt, in which the company elected to spend anything up to fifty dollars to secure a new residence customer and advertise throughout the length and breadth of its field its live, hustling, up-to-the-minute policy of liberality and enterprise. Nothing was desired in the window display but the pile of pennies and the announcement, lest the mind of the observer be diverted. If a customer came intent on examining or pricing an electric iron, the fact that he saw none in the window would not dissuade him from entering the office where the information was at hand.

The result was that people registered their guesses because they were half-a-mind to wire for lights anyway; hundreds more read the sign, smiled, passed on and talked about it; the newspapers covered all the details of the competition and one gratified



customer was cut in on the company's lines.

Moreover, the householders who entered the contest, stand on record as more than interested prospects. They have evidenced a willingness to spend a small amount of money to secure current, and have left in the Company's office their names and addresses to witness this fact. This paved the way for direct personal solicitation, and led to the closing of additional contracts.

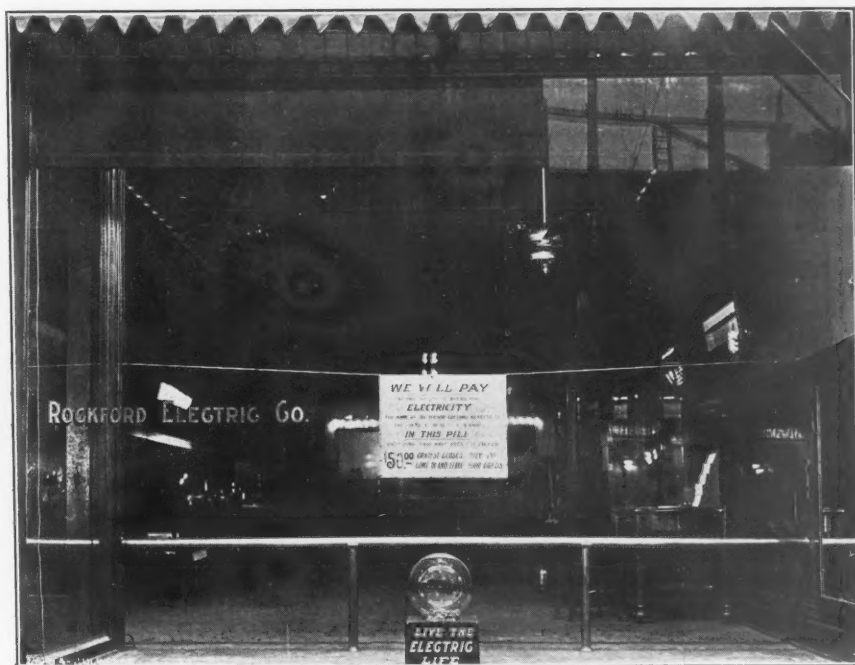
The Rockford Electric Co. has been visibly successful in its window advertising and each exhibit has brought profitable results, because the effects have been studied and careful pains have been employed in carrying them out.

The secret of displaying electric appliances lies in the setting. If a heat-

ing device, for instance, is to make its strongest appeal it must be shown in the proper environment. It must appear as you yourself would like to see it in your own home, surrounded with those evidences of wholesome comfort and prosperity which produce the sensation of satisfaction.

There is probably not one in ten central station managers who will decry the virtue of these demonstrations, but there will not be unanimity, we fear, as to the advisability of each one of these same men applying like methods in their own city.

Furniture, draperies, etc., however, can always be borrowed from local merchants, for display in the lighting company's window, provided that just and generous credit is given to the donor. No central station need have difficulty in arranging attractive



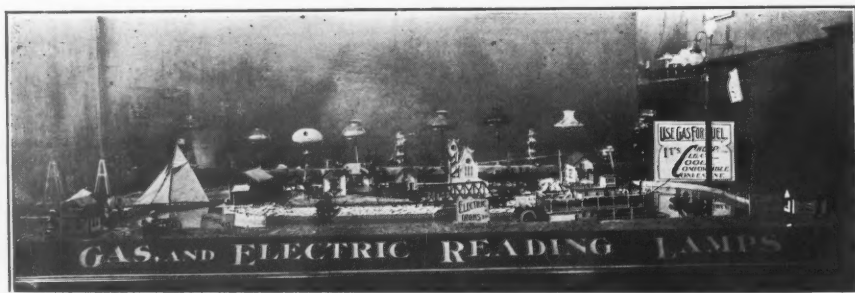
Penny Guessing Contest Display, Rockford Electric Company

window settings if the aid of the local merchants and manufacturers is enlisted in the right way. But above all, the setting must be natural, practical, and pertinent; it must strengthen the suggestive appeal of the subject on display and not divert the attention of the onlooker.

By way of illustration we reproduce a photograph of a window display of a gas and electric company in the middle west. This was a special feature arranged for the holidays last winter. This display is undoubtedly exceedingly ingenious and clever and the subject is worked out to the

devices, etc., but the subject of the display is absolutely irrelevant and diverting. True, there was a thin line of merchandise in the background, but where was the connection between the river scene, the village and portables? The children line up in front of the window, of course, but the busy, tired shopper, passing by, stops, looks over their heads at the clever models and passes on.

Now if the full space of that window had been devoted to the merchandise on sale within the office and if they had been carefully arranged in proper setting and demonstrated, isn't



An Example of Misdirected Energy

smallest detail with refreshing originality. The little billboards in the foreground, for instance, are most attractive and the bridge on the railroad is particularly lifelike.

The whole scene represents a large amount of work and a very considerable expense, but aside from the fact that every passerby would be attracted by its novelty and completeness, what real advertising value had it? What was it supposed to sell to the Christmas shoppers?

The display was arranged presumably for the purpose of drawing the Christmas trade and selling portables, both gas and electric, irons, heating

it probable that large sales would have resulted, with no more cost than in the case of this clever but misconceived toy village?

Compare this window with the windows of the Rockford Electric Co. and consider their effect on a grown man or woman ready to spend money. People are not cajoled into buying nowadays. They don't spend money because something has made them smile. A proposition must stand on its own merits.

Place your merchandise in sight of all men, and mark the price thereon; and advertise it by making the strongest possible appeal to that ever pres-

ent human factor—the desire to possess that which suggests personal comfort or pleasure.

The central station sells merchandise to induce current consumption, and it must be sold as every retail

merchant sells his goods. More people pass your windows than enter your doors. Make your window educate them in the virtues of the Electric Life.

## A Dollar Idea !

C. A. Hutchings, Trenton, N. J.



*Did you ever look over your ledgers and pick out the residence customers who do not consume enough current to use up or cover their Minimum Charge? There are lots of them, especially in the summer time. Make out a list and write a circular letter something like this:*

*Dear Madam:*

*We notice by your bills (and no doubt you have too,) that you do not consume enough current to cover your Minimum Charge. In other words, you are not of necessity burning your lights long enough to make your bill equal your Minimum Charge.*

*We write to suggest to you a way to use up this charge.*

*We are installing electric flat irons for 30 days without charge, and would like to send you one. Considering the amount of current you now use, an iron would just about even out the charge, so that you would be enjoying the use of current to the full amount of your minimum.*

*We are enclosing a circular describing these irons and would be glad to have you sign and return the attached postal card. You are under no obligation to buy.*

*Yours truly, etc.*

*This letter carries the idea and can, of course, be worded to suit conditions. A typewritten postal card should be enclosed bearing an order, or a request to deliver an iron on 30 days' trial. Also send a circular describing the iron you sell.*

*You will find that the minimum is not only consumed, but there will be a gradual increase in the monthly bills. Moreover the customer will be in line for other appliances.*

*Moral—An iron in a home is worth two in your show-window.*

## *Getting Tile For Morgan*

Sales Conversation for Solicitors

**M**R. J. Pierpont Morgan, who, as most of us know, has an office on Wall Street, decided one day to have his fireplace fixed up. The old Drexel Building, where he is, has stood there so long on the corner of Wall and Broad streets, opposite the Sub-Treasury, that every once in a while things get sort of run down and in disrepair, just as they do in any other old building.

So Mr. Morgan has to call in the carpenter or the mason or the plumber and patch things up again, no matter what it costs, because he doesn't like to move. On this occasion it occurred to him that the old-time fireplace in his private room ought to be enlarged somewhat and that the three or four cracked tile in the front should be replaced.

He sent for Mulligan, the man who does the work for the banks when their officers decide that their private rooms are too near the front door, or too far from the gold pile. Mulligan knows how to make old banks look young again without disturbing their coveted air of venerable conservatism, so Mr. Morgan gave him the job of patching up the chimney place, and told him that the old tile must be matched. Nothing "just as good" would do, he said, no near-tile, no til-ettes, nor tilerinos, need apply, for the old white tile had been faithful and should not be sacrificed.

Well, Mulligan put on a pair of gum shoes and started out on a still hunt for tile. He sent for samples—

they didn't match; he sent for more samples—still wrong; he got out a letter to every tile works in the United States and Canada, and began sitting up nights studying tileology. Finally, after he had walked the floor for a couple of weeks and the returns were all in, he found that this particular little dull white tile was no longer made and that the Morgan lot had been brought over from Holland a couple of generations ago.

One morning when his nerve was good, he tucked away a good-sized hooker, packed his samples in a grip and went down to Morgan's office to tell his doleful tale and show J. P. how hard he (Mulligan) could kick against the pricks. He hoped to be clapped on the back and hear: "Well done thou good and faithful servant. You have tried your best. Angels can do no more," or words to that effect.

But when he finally was passed down the line and entered the room with the fireplace, there sat Morgan in his leather chair gazing reflectively at the array of gold mounted scalps nailed to the wall. Mulligan opened up wide and got so far as to say that he had searched the whole country for that special tile and they were not made, when Mr. Morgan brought his eyes down to poor Mulligan's face, beetled his brows, and said: "Young man, there are other countries besides the United States. I want that tile."

Well (to quiet your anxiety), Mulligan sent a man to Holland with orders to rake the land, drag the canals

and dredge the Zuyder Zee, if necessary, but to find the Morgan tile. Moreover, he intimated that when J. P. came in every two weeks from his vacation, he saw the broken pieces in his chimney, and after his third assistant office boy had told Mulligan what was said, he (Mulligan) walked the floor.

So the chap went to Holland, hired a Dutchman to furnish conversation, and wandered over the dykes and ditches, waving the Morgan tile at every man who owned a patch of clay and an oven to bake it in. Finally after each tile man in turn had turned him down or offered something better, he came upon old Jan Van der Voort sitting in front of the tavern at Het Loo, who listened to his story while the tears rained into his old Dutch pipe and put it out.

His grandfather, he said, just before he died, made some tile like that in his little jjaabke (which is Het Loo for kiln) and it was said they were put on a ship for America.

Old Jan was human and money is king, so they found the bank where the old clay grew and they cut it out and took it to a tile works and one day when the bake was done behold! the Morgan tile was matched.

So back came Mulligan's man on the first fast ship and Mulligan met him off the Hook.

Next day the tile went in.

Morgan grunted.

Mulligan began to sleep once more o' nights.

\* \* \* \*

Now, it may be imagined that this Morgan tile story is the cleverly disguised introduction to a preachment on the evils of substitution.

Wrong again, for the central station solicitor, the electric light and power salesman, has nothing to substitute, nothing just as good to offer the customer who wants electricity. Nothing but current will turn electric motors and burn electric lights, and no one sells the current but the man who represents the power house.

But there is one weakness to which all salesmen are prone—the routine habit.

Habit makes the world go round, and does about half our work for us. "Getting onto your job" is nothing more or less than good old Habit coming to the rescue, and the details that at first required mental application and hard work, become as second nature. At first we have to "learn how," then we "get used to it," and before long it is put into the hands of our friend, Mental-reflex—habit, and when we push the button, he does the rest.

But the routine-habit is just like the cigarette habit, or the one-more-drink habit, or the "let-her-ring" habit on a winter morning, it induces a little habit of its own and the first



thing we know we can't see any other way but our way, the way that comes easiest, the line of least resistance.

We work up a little pet system, a little course of procedure, the way that looks best to us, the process that gives the desired result in the shortest time and with the least amount of labor; and then we go ahead and adopt it as a standard and try to apply it to every day's work.

There is where the error lies. System is essential in all phases of life and work, and the more comprehensive this system is, and the more elas-



tic in application; just so much greater is its usefulness.

But when a man starts out to sell electric current, or baby carriages or green parrots or post-holes and says to himself: "This is the way I'll open up on each man, and this is the way I'll land him;" well, he is already greasing the skids that will chute him into the pen for has-beens, and his application to the Ancient and Honorable Order of the "I Meant Well—Buts" is receiving favorable consideration from the Board of Collectors.

Now, Mr. Solicitor, to get down to copper kopeks, what it all means is

this: When Morgan wants Dutch tile of the vintage of '46 you have got to get it for him; when your customer asks for something more than conversation, forget that the nine prospects whom you have just seen were not so inquisitive or skeptical, or prudent, perhaps, and satisfy him—find those tile.

Remember that if a man comes from Missouri, it is usually because he was born there, which was not his fault, any more than that his ears stick out too far on the side, or that his eyes are green.

When a prospect is over careful or a crank, put it down to that, but remember that he is still a man and a prospective customer and it is good business to satisfy him. If he wants statistics, real figures on some power installation showing competitive costs, get them and soon; if he demands a comparison of the expense of lighting a building by gas or electricity with different styles of lamps or fixtures, work them up and show him.

In other words, you are a salesman and your business is to bring in the contracts, therefore, don't let one get by you for want of trouble and hard work. A customer is entitled to make as many reasonable requests as he wants and some unreasonable ones; he is on the power end of the dollar.

When he asks you to do something don't look startled because no one else ever made the same request and because it means a lot of trouble and bother to you. Don't call it trouble or bother. It is work, and since you are working for a living and getting paid for it—get busy and earn your pay!



Naturally there are limits beyond which no solicitor need go, for the central station is not called upon to run a mile of pole line, to hook up a quarter-horse motor, nor to trot the prospect all over the state in a special car stocked with jig water, just because he wants to see how all the rest do it.

But you can't hand every man the same piece of conversation in the same way, and have them all deeply touched in the same spot. Your routine sales process, your stock arguments are all right and save a lot of brain fag, but the man who starts in to sell the whole world the same sized shoe is going to find that some feet fit and some kick and kick hard.

The idea is, Mr. Solicitor, to get the business and if Morgan wants his tile Dutch—Dutch it is. If he wants it a dull white—dull white it is. If he wants that tile to measure one inch by two and one-half, why, by the Beard of the Prophet! it is up to you to dust out and round up a bunch of tile one inch by two and one-half, dull white and Dutch as a wooden shoe.

Don't tackle a Morgan chimney unless you are ready to get Dutch tile if he wants it! And if you wear your shoes out climbing dykes and miss your vote doing it, don't expect J. P. to be interested.

Get the tile and consider it an evidence that you are earning your pay.

—E. E. W.

## A Dollar Idea!

Edison Light & Power Company, Wichita, Kans.



*About 300 irons were added to the heating load of the Wichita company in ten weeks, by allowing the customer the value of the iron in current.*

*Electric irons were advertised as furnished free, the customers being required, on receipt of the iron, to pay for \$6 worth of current for future use. This amount was then credited to the consumer's account and deducted from his first bill. If his account runs less than this amount, then he pays no light bills until the credit is used up. At the end of this time the iron becomes his property, and he resumes paying his bills in the customary way.*

*Irons had been sold at about cost for several years, and considerable advertising and personal solicitation had been done. Progress was slow, however, and it was decided that greater inducements would have to be offered. The Free Offer Campaign was, therefore, very gratifying, and produced an added revenue of about \$150 per month.*

*Consumers consider this offer as most liberal, and at the same time the company is reasonably sure that the iron will continue in use after the purchase value is consumed.*

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# *The Association of Edison Illuminating Companies Holds its Annual Convention*

A Report of the Proceedings at Lenox

The Association of Edison Illuminating Companies held its twenty-fourth annual meeting at Lenox, Mass., Sept. 15, 16 and 17. The famed beauty of the Berkshire Hills and the fine weather contributed toward a record attendance and over 200 were present.

The meetings were held in the ballroom at the Aspinwall Hotel, the convention headquarters. As is well known the Edison convention always sits with closed doors, but the interest in many topics was so intense that at times even the official stenographer was shut off, so many speakers desiring this privilege in order that they might indulge in heart-to-heart discussion. The first session was held on Tuesday, September 15.

Mr. John F. Gilchrist, as chairman of the committee on electric heating, presented a report of a most useful character, much of it dealing with the increase in consumption of electrical energy by families using devices for heating and cooking. Some special consumption data were embodied by Mr. A. A. Pope. The report illustrated and described some new devices, and then dealt with fields of work that are relatively unexplored or undeveloped. As a result of the report, the scope of the committee has been enlarged so as to embrace kindred and allied work.

This was followed by an anonymous paper from the Detroit Edison Company, on the subject of residence lighting in the city of Detroit, much of its data being that compiled and elaborated by Miss Sheridan. It attracted considerable attention and proved intensely interesting, especially as other cities were brought into the comparative study. The subject was treated under the heads of ratio of load to demand, period and hour of maximum demand, period of maximum annual sales, load factor, stability and extent of such business, effect of reduced rates, effect of differential rates, a study of rate methods, and net results.

The conclusions of the report were that residence lighting, as in Detroit, has an annual load factor of 1000 hours now, and improving; a ratio approximately 1.4 to 4 for the sum of the individual monthly demand indicator readings of a group of 100 or more residences against the combined demand of the group—that is to say, a diversity factor of 1.4, also a high diversity factor against other classes of service such as office buildings, it coming later at night than they do. It was also held that electric lighting is without competition in fine residences, and will carry a price 10 to 20 per cent higher than gas in medium residences; while competing with gas and kerosene even in very small homes occupied by their owners. Residence lighting was held, in short, to be very desirable business under right conditions of density of service and moderate cost of construction, and ought to be encouraged also because of the parallel use of other electrical service. The report was accompanied by some striking news of residential streets in Detroit of a very modest cost, where every house is lighted electrically. One view showed a residential section of the city in which out of 3000 houses 2517 are illuminated electrically. Another view showed a street on which every house has electric lights and electric flatiron.

The report of the committee on storage batteries was next presented by Mr. L. A. Ferguson, chairman.

Mr. Preston S. Millar, of the Electrical Laboratories, New York, presented an elaborate report in the shape of a review of the policies pursued by the Edison companies in regard to incandescent lamp matters, such as testing, rating, returned lamps, etc.

Mr. W. C. L. Eglin, of Philadelphia, chairman, presented the report of the committee on the national electrical code. The committee has in hand a series of tests on better methods of grounding in suburban

districts, and reported progress. With regard to grounding neutral on alternating circuits, the committee was unanimously of opinion that the secondary should be grounded on circuits of voltage below 150 volts, and should not be grounded on voltages above 250 volts. The report gave an account of recent agitation as to the revisions proposed of national code rules bearing on this general subject.

The evening session of Tuesday was devoted to the modern high efficiency metallic filament lamp, and brought out a wealth of material and discussion, the session lasting until long after midnight. Mr. John W. Lieb, Jr., led off as chairman of the committee on incandescent lamps, and, as usual, presented a most valuable report. Mr. John W. Howell read a paper on "Recent Developments in Metal Filament Lamps"; Mr. E. F. Tweedy read a paper on "The Profitable Effects of the Higher Efficiency Lamp on Central Station Income," and Mr. M. S. Seelman, Jr., read a paper on "A Self-Supporting Tungsten Lamp Campaign." The whole subject was thus threshed over in a very exhaustive manner, and the discussion was of a most earnest and searching character. The Seelman paper directed attention to the action of the Brooklyn Edison Company, already noted in these pages, in organizing the Tungsten Lamp Specialty Company, launched with the object of securing as many sales as possible of tungsten lamp equipments among non-consumers. The paper gave full data as to the results of the campaign, including even the balance sheet of the sub-company, which was virtually won out already on a self-supporting basis in dealing with a highly complex problem.

The third session of the association began on Wednesday morning at 9.30 a. m., the program being: "Report of the Committee on Steam Turbines," Mr. C. N. Parker, chairman; "The Operation of the Boiler Plant and the Cost of Making Steam," by Mr. J. P. Sparrow; "Steam Heating from Central Stations," a supplement to his paper of 1907, by Mr. B. R. Fales; "Modern Substation Apparatus," by Mr. E. W. Allen; "Single Versus Three-Phase Transformers for Distribution Pur-

poses," by Mr. L. L. Elden; and "Short Circuits on Alternators," by Mr. E. J. Berg.

The fourth session was held on Wednesday evening, when Mr. W. F. Wells, chairman, presented the report of the committee on "High Potential Disturbances," which had been prepared with the co-operation of Mr. E. J. Berg and Dr. C. P. Steinmetz.

The closing session of the convention was held on Thursday morning, Sept. 17, when the opening paper was read by Messrs. H. K. Mohr and J. D. Israel, of Philadelphia, on "Some Advertising Notes, with Particular Reference to the Value of a Display and Salesroom." This was effectively illustrated with views of the showrooms in Philadelphia, Rochester, Detroit, Scranton, Chicago, Boston and other cities, and a great deal of data was given as to the sales of miscellaneous apparatus as the result of advertising campaigns, and as to its kilowatt earning capacity. The paper included an account of a special "raid" made by the General Electric Company in the upper Hudson Valley, and its excellent effect in the sale of flat-irons, etc.

Mr. J. V. Oxtoby, of Detroit, then read a paper on "The Status of the Special Customer," which was a valuable discussion, chiefly from the legal standpoint, of the various services that a central station company is called upon to furnish. It dealt in detail with "breakdown" service in its different aspects; auxiliary peak service, auxiliary non-peak service, summer service, limited hour service, and non-peak service with the privilege of peak service. A number of legal decisions were summarized.

Messrs. E. M. Atkin and H. M. Edwards then presented a paper on "Compensation to Injured Employees—Plan of the New York Edison Company," accompanied by a letter from President Roosevelt expressing his interest in the data upon which the paper was based. The company deals at first hand with the accident problem and is self-insuring, under a plan that has been in full existence since May, 1907, and which in the main has been found quite satisfactory. It is curious and rather dis-



heartening to note, however, that in the three years of actual trial of the system no important suggestion has come from any employee as to possible improvement in "safety" conditions surrounding the work.

The exercises of the convention were brought to a close by an address on "Lighting in Europe," by Dr. Louis Bell, who, on behalf of the Boston Edison Company, has made a survey of the Continent, and, with the cabled consent of President Edgar, who is still there, presented a summary of his observations.

The convention then elected Mr. W. W. Freeman, of Brooklyn, president, and General G. H. Haines, of Washington, D. C., vice-president. Mr. Mumford, of Detroit, continues for the present as secretary. An

executive committee was also appointed.

As usual, a number of entertainments were given, including a golf tournament with several prizes, nearly all of which fell to Philadelphia.

During the convention messages of a fraternal nature were received from the Vermont Electrical Association, then assembled at Bennington, about 40 miles away. It is only a matter of duty to add that much of the perfect success of the convention on the social side was due to Mrs. Dow, whose executive ability was manifested in the absolute smoothness and ease with which the various entertainments went off, due to her careful plans made days in advance and carried out to the letter.

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## News and Reviews

### Items of Interest to Commercial Men

#### **New Sales Manager for Brilliant Co.**

Mr. H. H. Cudmore has been engaged by the Brilliant Electric Co. of Cleveland as General Sales Manager. Mr. Cudmore has for the past twelve years been identified with electrical jobbing interests in Cleveland. As the product of the Brilliant Co. is marketed largely through jobbers, his knowledge of and experience in the supply business will be very valuable. Mr. Cudmore assumed his new duties September 1st, since when he has been in the east making the acquaintance of his trade and studying business conditions.

#### **Novel Sign in Chicago**

*The Western Electrician* describes a rather interesting electric sign erected by the Haller Sign Works for Hick's Billiard Parlor in Chicago.

The sign, which projects across the sidewalk, is double faced, 11 feet long by 4 feet 10 inches high. One side shows two billiard players, one of whom strikes a ball with his cue. The ball then apparently strikes another ball, goes to the cushion and rebounding strikes the third ball to complete the shot. The whole movement is very natural, the balls struck by the cue ball seeming to actually bound, strike cushions and rebound.

On the opposite side two pool players are shown, the flasher working in much the same way except that the game is pool instead of billiards, the object going into a pocket and disappearing.

#### **A Fireless-Fireless Cooker**

In a paper read before the Michigan Electric Association, John A. Gronberg, of Grand Rapids, says: "If I may venture the prediction, it will be the combination of the fireless cooker with electricity that will do more than any other single agency to bring the electric kitchen into every-day use. I think you will concede that if it be possible to cut off three-quarters of the present cost of the cooking by electricity its use will be instantly multiplied many times, and that is precisely what the fireless cooker will do."

Mr. Gronberg tells of the great improvement made in the fireless cooker by the substitution of sanitary vulcanized wood or asbestos for the felt of the early models.

The most modern heating device consists of the staetite radiator placed in the fireless cooker. Staetite is a new metal which absorbs heat very quickly and radiates it slowly. The coils are placed in the staetite radiators and the cooker closed. After a few minutes the staetite is heated when



the current is turned off, the stactite keeping the fireless cooker at a baking temperature for several hours afterward.

**Pennsylvania Electric Association Organized as State Branch of N. E. L. A.**

The Pennsylvania Electrical Association, comprising 40 companies is the first association to be organized as a State branch of the National Electric Light Association under the plan proposed by Mr. Henry L. Doherty and adopted at the Chicago Convention last May.

The Annual Convention of the Association was held at Eagle's Mere, Pa., on Sept. 8 and 9, and Mr. W. C. L. Eglin, President of the National Electric Light Association, was present and discussed with the members the subject of the relationship of the State branch with the National body. Much enthusiasm was displayed in the treatment of the various subjects on the program. A special feature of the convention was a corn roast and campfire on the shore of the lake.

**The New York Electrical Show**

The Second Annual Electrical Show, which will be held in Madison Square Garden, New York City, October 3rd to 14th, promises to far outshine last year's show, both in the number of exhibits and in the daily attendance.

**Johnson Goes to Muncie**

Mr. W. B. Johnson, whose work in the New Business Department of the Rockford (Ill.) Electric Company has been noted frequently in these columns, announces that he has severed his connection there to take the position of New Business Manager with the Muncie (Ind.) Electric Light Company.

Both plants are owned by the American Gas and Electric Company and both pursue an aggressive commercial policy. The change constitutes a substantial advance for Mr. Johnson which his successful work merits.

**Frank Maunsell in a New Field**

Mr. Frank Maunsell, late of the Newburgh Light, Heat and Power Company, and formerly commercial manager for the Toledo Railway and Light Company, has gone to Montpelier, Vermont. Mr. Maunsell will have charge of the commercial

department of the Consolidated Lighting Company and actively campaign for new business in the cities of Montpelier and Barre.

Mr. Maunsell has wide experience gained in former fields and is well qualified to undertake this work in conservative Vermont.

**National Battery Co. Receivership Terminates**

Announcement is made by the National Battery Company of Buffalo, N. Y., that the receivership under which this company has been operating since last February was terminated August 19. All claims against the National Battery Company have been settled and the entire property has been restored to the stockholders.

It is also stated that full control of the reorganized company has been secured by the Cutler-Hammer Mfg. Company of Milwaukee. The plant, however, will remain at Buffalo.

**The Tungstolier the Latest**

Mr. E. J. Kulas, well-known as General Manager of the Brilliant Electric Company, has organized the Tungstolier Company of Cleveland, of which he is President. The new company is placing upon the market a line of scientifically designed lighting units for tungsten lamps and Holophane reflectors. Already branches are opened in Chicago and New York, the former in charge of Mr. H. T. Maxheimer and the latter of Mr. D. J. Henkle. The new units have the approval of lamp companies and of the Holophane Company, by whose chief engineer they were originally designed.

**Lamp Association Organizes Research Dept.**

The engineering department of The National Electric Lamp Association announces that Dr. Edward P. Hyde, now of the Bureau of Standards of the United States Government, Washington, D. C., after October 1, 1908, will organize and direct a department of physical research, under the auspices of and at the expense of this Association. Dr. Hyde with a considerable and sufficient staff, will operate his department with entire freedom from commercial suggestion and with the same frank publicity which has characterized his work at the Bureau of Standards.

#### **Saving the Leaks in Lighting**

That the useless waste of electric light operates as much to the detriment of the lighting company as to the customer is no longer denied by any sensible central station man. In the old days, waste was encouraged on the theory that every watt brought revenue, but modern commercialism has proven that waste means dissatisfaction and that a dissatisfied customer costs more than his business is worth. The difficulty in eliminating waste is to find means that the customer, and especially the employees of a large commercial customer, will condescend to use. For in the last analysis, waste is simply carelessness.

The Goodman Company of Kenosha, Wisconsin, has a number of light-saving devices in its storerooms and shops, which, according to *System Magazine*, have been found to be very successful. In a narrow passageway between two rows of bins which extend from floor to ceiling, the old system of drop lights has been superceded by a single light on adjustable extension rod which is fastened to the ladder used to reach various bins. The ladder runs on rollers from end to end of the passage and as it is always used by the man who goes to the bins, his light is always where he wants it. Thus one light takes the place of a dozen.

Another scheme is the adaptation of an automatic door switch to a storeroom. When a man goes into the room the lights are turned on and remain lighted till the man shuts the door after him on leaving. This scheme is one that could be applied to any sort of storeroom, vault or other room in which light is needed only when the door is open. The simplicity of the device is its virtue. It is the easiest thing in the world to close a door especially when a card admonishes one to do it.

#### **A Lesson for Contractors**

The Ferndale Collieries are situated 20 miles north of Cardiff, Wales, in one of the Rhondda valleys. They include a series of pits dotted over some three miles along the bottom of the valley. Their yearly output amounts to nearly one and three-quarters millions tons and they employ about 6500 men. In order to secure greater efficiency in the operation of the many

power-consuming appliances, the steam drive has been abandoned recently for the electric drive. A modern generating station has been installed at Tylorstown, at the lower end of the series of pits, and power is distributed from it at 6600 volts to transformer sub-stations at the different pits. At the pits it is lowered to 440 for motors and surface lighting. Twenty-two hoisting gears are being installed, driven by motors varying in rating from 200 to 50 horsepower. These are of the main-and-tail type, drives mostly by slow-speed, single-reduction gears, though in some cases double-reduction gearing has been necessary. The speed is about six miles an hour. A flexible coupling between the motor and gearing absorbs the shock of starting. These gears have proved to be reliable and easy to control. The underground pumping is now done by motors driving three-throw and high-lift centrifugal pumps. At one pit an Ilgner hoisting set has been installed which will raise 1800 tons of coal a day. The ventilating fans are driven by motors, as these furnish a most desirable load. In one case there is a Sirocco fan capable of handling 300,000 cubic feet of air a minute, driven by two 300-horsepower motors, through ropes. Several similar, though smaller, fans are being installed. There is a complete telephone system connecting the generating station with the switching and transformer stations. The various mine shops have also been converted to the electric drive.—*Electrical Review* (London).

Here is a lesson for the American Contractors, Builders and Tunnel men, who are, supposedly, ahead of the times, yet are piping the antiquated power wasting steam drive to a number of separated and ever changing points.

The Sons of Jove will meet in convention in Buffalo, N. Y., October 14th, 15th and 16th. W. E. Robertson, the Reigning Jupiter, and a host of able and enthusiastic assistants are working hard to make this convention the "best ever." They should succeed, as Buffalo is one of the strongest centres of Jovianism in the country and the work done there is substantial evidence of what the order is able to accomplish.

# SELLING ELECTRICITY

Published monthly by Frank B. Rae, Jr. Earl E. Whitehorne, Managing Editor. Editorial and Advertising Depts.: 74 Cortlandt Street, New York City. Telephone 2314 Cortlandt, (Private Branch Connecting all Depts.) Publication Office: American Building, Brattleboro, Vt.

NOTICE.—Advertisements, Changes in Advertisements, and Reading Matter intended for any month's issue should reach this office not later than the fifteenth of the preceding month.

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Vol. IV.

SEPTEMBER, 1908

No. 2

## *Appliance Manufacturer and Central Station in Partnership*

THE men who are subscribers to SELLING ELECTRICITY have sent in their dollar bills with a very definite object in mind — to take advantage of every idea, every bit of information that may be employed to aid them in their work. These men are selling electric light, heat and power and are anxious to avail themselves of every possible means of rendering the sale of current more profitable, through widening their field for business or building up the load among present customers.

The commercial phase of the central station business is a new and rapidly developing problem and a problem on which there are no text-books. The men who sell central station light and power, do so by virtue of their own personal knowledge gained from experience, and from the study of the methods of their successful contemporaries. Also, an ever greater dependence is placed on those manufacturers of current consuming and kindred devices, who are exerting such an influence in the spread of a popular knowledge of things electrical.

The manufacturers' market depends on popular interest and popular desire, and central station service is essential in satisfying this demand. Therefore, the electric-light-man and the manufacturer of current consuming appliances, are co-workers in a common cause, and neither is oblivious to this condition of inter-dependence.

So the manufacturer studies the central station problem to discover where he may foster a popular desire, where he may procure some device that the lighting-man may utilize in extending the application of electric current; and the man, whose function it is to sell to advantage the product of the generators—he in turn must keep in close touch with the field of manufacture, that he may miss no opportunities. Therefore this central-station-commercial-man looks for assistance in his work, to his confreres and to the manufacturers of electrical appliances.

This magazine alone deals with his problem and presents to him, month to month, the records of contemporary achievement. He reads SELLING ELECTRICITY as the only medium exclusively devoted to his proposition.

Where can a manufacturer of "electric-commercial appliances" advertise to better advantage?



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Towards increasing the day load is to introduce electric heating into the homes. The actual revenue from a chafing dish is small, but the educational value to the customer is immense. Get one in use and you have taught that family the advantages of electric heating in general. Your larger profit comes from the business that follows the adoption of other appliances.

Simplex Chafing Dishes are tasteful in design and give a variety of patterns and prices, in nickel and silver plate, to suit any taste. The dish being removable from the heater is a good practical feature. Altogether they form as attractive a proposition as you could offer at this season when the social life is just beginning again.

**SIMPLEX ELECTRIC HEATING CO.**

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*Isn't every man continually saying, "Well! Why didn't I think of that myself?"*

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*Then Apply the Golden Rule and send in your own Dollar Ideas.*

**BUY  
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**B** Buckeye lamps are skillfully, carefully and honestly made. Buckeye lamps are long of life and constant in service.

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Electric Wiring — Electric Bell Wiring — Electric Telegraph — Wireless Telegraphy — Telautograph — Theory, Calculation, Design and Construction of Generators and Motors — Types of Dynamos and Motors — Elevators — Direct Current Motors — Direct-Driven Machine Shop Tools — Electric Lighting, including Arc and Incandescent Lighting — Nernst Lamp, Cooper-Hewitt Lamp, Osmium Lamp, Etc. — Electric Railways, including Third-Rail System, Multiple-Unit Control, Electro-Pneumatic Control — Alternating Current Motors, Etc. — Single Phase Electric Railway — Electric Welding — Mercury Vapor Converter — Management of Dynamos and Motors, including the Location and Remedy of Troubles, such as Sparking at the Commutator, Heating, Etc. — Power Stations — Central Station Engineering — Central Station Design — Storage Batteries, including Charging and Discharging, Troubles and their Remedies, Tests for Impurities, Etc. — Power Transmission — Alternating Current Machinery, including Alternating Current Generators — Synchronous Motor, Induction Motor, Transformer, Rotary Converter, Frequency Changer, Etc. — Telephony, including Instruments, Lines, Exchanges, Common Battery Systems, Operation, Maintenance — Automatic Telephone — Wireless Telegraphy — Telephone Line Protection — Telegraphy, Etc.

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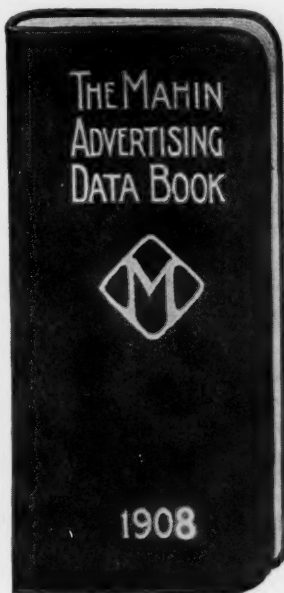
The new Electrocraft Illustrated List is a vast improvement on the old publication. The pages have been greatly enlarged to allow of fuller description and finer representation of the different lines of material; and in paper, type and illustration the new list will be a beautiful example of the printing art. In it will be found *everything electrical* that has successfully passed the tests of the Underwriters' Laboratories and that should be used in National Code construction work; and all clearly described and strikingly illustrated.

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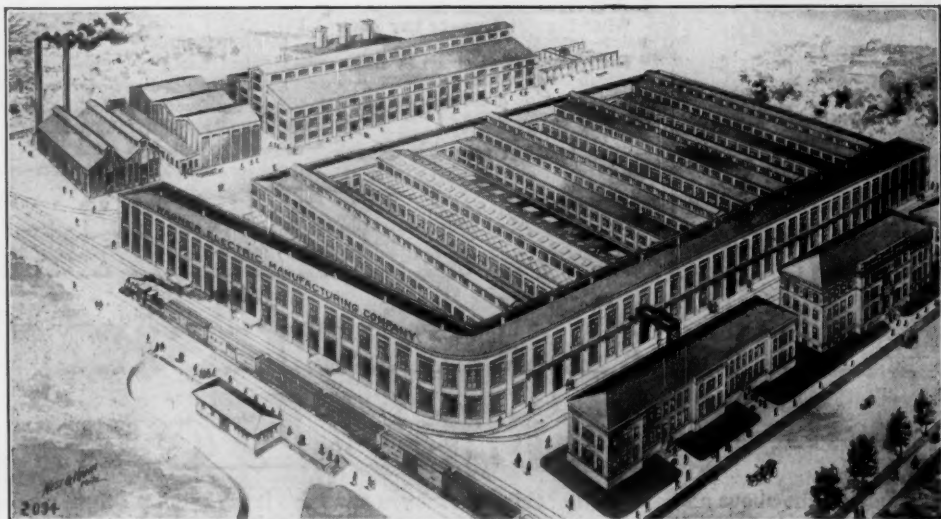
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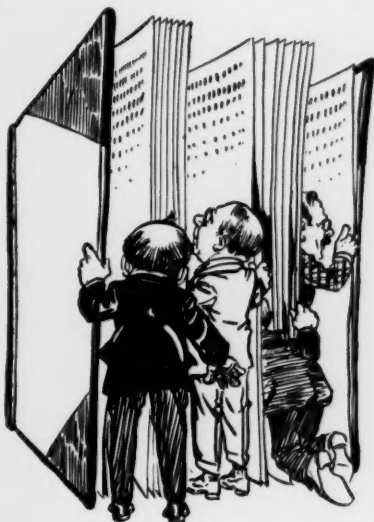
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